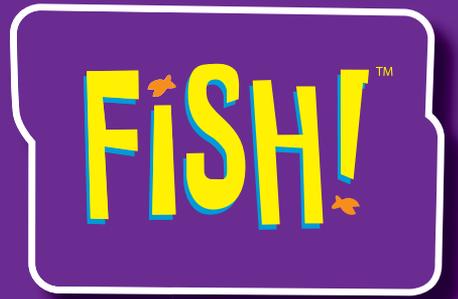


PERSONAL WORKBOOK



CULTURE

Essential
Conversations
That
Transform
Your
Organization

Produced and distributed by



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THE FISH! PHILOSOPHY

ESSENTIAL CONVERSATION 1:
THE FISH! PHILOSOPHY

INTRODUCTION

Welcome to your journey into FISH! Culture. FISH! Culture is a process that helps you and your coworkers decide for yourselves how to bring The FISH! Philosophy™ into your work and lives.

It starts with meaningful, practical conversations that provide direction and inspire action. As the poet John Keats once said, “Nothing becomes real until it is experienced.” These experiences lead to reflection, new conversations and more action.

Your Personal Workbook is your guide to the 10 Essential Conversations in the FISH! Culture process. Use your workbook to:

- Doodle, draw, scribble and brainstorm.
- Reflect on the experiences you are co-creating with your team.
- Inspire you to live The FISH! Philosophy moment to moment.
- Read the FISH! Wisdoms on the four FISH! practices and other crucial elements of workplace culture.
- Ask and discuss questions that will help you co-create the kind of workplace experience you desire.
- Record your thoughts, ideas and questions as well as insights from others.

HOW FISH! CAME TO BE

Several years ago a filmmaker named John Christensen was visiting Seattle. One of the locals suggested that he visit the Pike Place Market, where thousands of people flocked daily to buy fresh fruits, vegetables, flowers and seafood. As John took in the colorful sights and enticing smells, a commotion on the other side of the open-air market caught his attention.

He followed the sound to a crowd gathered around a small fish market. He saw crabs and salmon being tossed over the counter for wrapping. The crowd cheered every spectacular catch. Employees and customers alike laughed and smiled with one another, and the cash registers rang constantly. The market was crowded and noisy, with constant distractions, but when a fishmonger served a customer, it was as if they were the only two people in the place.

John watched the fishmongers for over an hour, hypnotized by the energy, fun, focus and excitement. At the same time he noticed that the actual work of selling fish was cold, smelly and exhausting. What made this place so *alive*?

Then John remembered an idea he had heard from author David Whyte: We spend more of our waking hours at work than we do with our family or friends. Yet sometimes we leave the best parts of ourselves—our passion, energy and creativity—at home. If we can't bring all of ourselves to work, we're saying it's okay to be unhappy, bored or resigned for a big part of our lives.

John had always been interested in people who choose to work with passion, and he saw the fish market as a metaphor to illustrate his belief that every workplace can be more alive and wholehearted. He brought his cameras to the fish market and with his team created *FISH!*, the film you will see in our first FISH! Culture gathering (and that millions around the world have already seen).

In *FISH!*, John and his team identified four fundamental practices that capture what makes up a fulfilling workplace, great service and effective relationships. These practices—Be There, Play, Make Their Day and Choose Your Attitude—are the foundation of The FISH! Philosophy.

FISH! is all about choices and awareness. What impact do you want to have on others? What kind of person do you want to be? It's easy to forget those things when we're busy, stressed out or self-absorbed, but they make all the difference in the choices we make and the culture we create for ourselves. The FISH! Philosophy gives us a new language to talk about how we want to treat one another, and to keep it in the front of our minds every day.

The FISH! Philosophy certainly wasn't created as a way for anyone, especially leaders, to try to "fix" or find fault with others. It isn't a set of rules you impose or mandate. It's an *invitation*. No one can force you to live a philosophy. Instead, you try these ideas out in your life and decide if they are right for you. If they are, you live them because you *believe* in them—not because someone says you *have* to.

FISH! is not a magic pill. Sometimes life and people will be unfair. The FISH! Philosophy is *not* about being passive in the face of what needs to change. Rather, it reminds us that we don't have to be

passive about the power that is already within us. No one can live The FISH! Philosophy *for* you, or simply deliver the culture you want in a box. *You* get to create it for yourself and the people you impact every day.

When you choose to make these practices a part of your life, no matter what is happening around you, you will notice a positive difference in your relationships and within yourself. When a community of people chooses to live The FISH! Philosophy with—and for—one another, they can create a higher quality of life at work.

THOUGHTS TO REMEMBER: THE FISH! PHILOSOPHY

Be There: “You’re just being with *them*. Everything else is going on around, but you’re still taking care of just *them*.”

Play: “Any job can be boring if you make it boring. But if you make it fun . . .”

Make Their Day: “We’re not really dealing in fish. We’re dealing with people that we want to serve.”

Choose Your Attitude: “I’m going to be here making a living, so I have a choice. I can either do what I can to have a good time or not.”



“If you love your job, it’s going to show and if it shows, it’s going to affect somebody.”

—Sammy, fishmonger

CONVERSATION

Conversation Starters

1. What scene did you like the most? Why?
2. What do you think makes the fish market so successful?
3. One of the fishmongers described the market's vision as "World Famous." What did they do differently because of that vision?
4. What do you think our vision for our culture should be? (We're not deciding today, just starting a conversation.)
5. What do they have at the fish market that you would like at work? How can we get more of that in our workplace?

THOUGHTS

FISH! CULTURE
PERSONAL WORKBOOK

EXPERIENCE IT

What actions will you take between now and our next meeting to live The FISH! Philosophy?

THOUGHTS

REFLECTION

- What actions did you take to live The FISH! Philosophy?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

BE THERE

ESSENTIAL CONVERSATION 2:
BE THERE

FISH! WISDOM

To Be There for another person has a powerful effect. Think about how good it feels when someone gives you their undivided attention, focusing on *your* needs. Now think about how discouraging it feels to be with someone who is mentally a million miles away; they constantly look over your shoulder, check their watch, or interrupt you to answer their cell phone.

People don't need you *all* the time, but when they do, they need all of you.

For many people, Be There starts with how you listen. It means actually looking at people and shutting out distractions (especially all of the technological devices vying for our attention). Nobody's perfect, of course; sometimes you have to catch yourself when you *aren't* present and bring yourself back, over and over if necessary.

Sometimes Be There requires setting important tasks aside temporarily for people who need you *now*. It means being aware of the cues that tell you a colleague is hurting and just needs a kind word or a sympathetic ear.

When you are truly present, you see possibilities you never saw before. For example, imagine you are working at a doctor's office. A woman with a crying child walks through your door. You could be physically present by smiling and being patient with the woman as she checks in.

Or you might also glance at her chart and see that the harried woman is Mrs. Johnson with her three-year-old son Trey—and it looks like she could use a break. You might come from behind your desk and greet Mrs. Johnson by name. Perhaps you would get down on one knee to tell Trey about the treasure chest in the corner, and take him there so he can pick out a toy. You might grab a water or juice out of the small refrigerator next to your desk—put there just for these kinds of situations—and offer it to Mrs. Johnson.

The act of being there shows people that you respect and honor them. It builds and strengthens relationships.

THOUGHTS TO REMEMBER: BE THERE

“You just have to bring yourself back to being present. You’re here now. Do what you have to do.”

”You’ve got to pay attention to those times you’re not present, because you go to sleep . . . You know, I do it and I think, man, I missed somebody right there.”

“If I was going to be honest, that person that asked me the same question I heard 10 minutes ago doesn’t even know that

person 10 minutes ago . . . They’re just honestly asking me a question.”



*“When you’re present with people, you look right at ’em.
Just like when you’re being with your best friend.
You’re there, you’re there.”*

—Shawn, fishmonger

CONVERSATION

Conversation Starters

1. What are some of the ways we practice Be There for one another (or clients) already?
2. How else can we Be There for our customers, our coworkers, ourselves?
3. Who has a story of when someone was there for you when you needed him or her?
What did they do to Be There? How did it make you feel? How did it impact your life?
4. Dickie, one of the fishmongers, says when you get distracted, you have to “bring yourself back to being present.” What are some things you do to bring yourself back to the present?
5. What gets in the way of us being there for each other at work?

THOUGHTS

Small Group Questions

1. What feeling do you get from being there for someone? What feeling do you get when someone is there for you?
2. When Leo played the clarinet for a confused patient, he took action on a “little moment” and made a big difference. What are some little moments where you make a big difference by being there?
3. Leo took a risk by playing the clarinet for his patient. What do you think made it safe for him to take that risk?
4. Olya covered for Leo’s other patients so he could Be There for the conductor. What can we do to help each other when one of us needs to Be There for a customer or coworker?
5. Dickie says it’s important to “be with the people from moment to moment.” How is that different from regular listening?

THOUGHTS

Business Strategy Questions

1. Dickie says of the people who walk by the market, “They are future shoppers. If they are not buying now, they will buy later.” What impact would that kind of outlook have on your bottom line?
2. If you were committed to being there, how would you handle complaints from your customers?
3. What opportunities does Be There create? What opportunities might we miss if we are not being there?
4. How might Be There help us be more productive?

THOUGHTS

Deeper Questions

1. What causes you to get frustrated, lose patience, or not care about being there as much as you know you should? What might prevent or change that?
2. How do we acknowledge others who practice Be There?
3. Who *doesn't* get your full attention? Why? What do they get from you? How might that affect your relationship with that person?
4. When do you tend to “check out” on people? If you were committed to being there for others, what would you have to give up?
5. How can you tell when someone is really being there for you? What do you need to do to be that for others?
6. What values are communicated when someone is really being there for you? What can we do as an organization to better communicate those values?
7. Knowing you lead by example, what are others learning about Be There from you?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Make a conscious effort to notice when you are not being present.
- Slow down and focus on right now.
- Shut out distractions when someone is talking with you.
- Suspend the judgment voice in your head and wait until someone has finished speaking to form your response.
- Practice just “being with” people as you would be with a friend, allowing them to be exactly where they are rather than wanting to fix or change something about them.
- Solicit feedback and, when you receive it, be open, trusting and thankful.

ACTIONS

What actions will you take between now and our next meeting to Be There?

REFLECTION

- What actions did you take to Be There?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

PLAY

**ESSENTIAL CONVERSATION 3:
PLAY**

FISH! WISDOM

People who watch *FISH!* are quickly drawn to the playful atmosphere of the fish market. That's not surprising: Psychologists say fun is a basic human need, right up there with the need to be loved and having a sense of control over one's life.

Yet the fun that people crave is also what organizations fear the most. We've been taught that if you're *playing*, you can't possibly be *working*.

Even when organizations acknowledge the need for fun, they may separate it from work—as in Fun Fridays or Crazy Hat Day. Don't get us wrong: Any activity that brings colleagues together for camaraderie and fun is a good thing, but limiting fun to a specific time slot sends the message that the rest of work *isn't* fun. Play is reduced to the role of an antacid.

Play is more than an activity. It's an attitude, a *spirit* you can bring to *everything* you do, whether it's golf or a budget meeting.

A playful workplace is one where employees are free to engage customers, not by being stiff or scripted, but in a way that is lighthearted, friendly, helpful, spontaneous and always ready to serve. In a playful workplace, people are free to laugh out loud even as they work furiously to finish a project. In a playful workplace, it's safe to “play” with an idea, to try something new that might help the business.

Benjamin Franklin said, “We do not stop playing because we grow old, we grow old because we stop playing.” Play is hard work you love to do.

THOUGHTS TO REMEMBER: PLAY

“There’s a million different ways of playing. It doesn’t have to be throwing a fish.”

“It’s not about taking yourself so seriously, but taking the business and what your goals are very seriously.”

“It’s not like you just come to work and it’s fun. You have to regenerate it every day.”



“I think most of our success has come to us because we’re playing.”

—Johnny, owner, Pike Place Fish Market

CONVERSATION

Conversation Starters

1. What are we doing that is already Play?
2. What difference do you notice in yourself when you are playful at work?
3. What is the difference between an environment that's safe for Play vs. one that isn't?
4. Why might people not want to Play?
5. Who is someone in your life who is really playful? How does being around them impact you?

THOUGHTS

Small Group Questions

1. What fears or concerns do you have about Play in our organization? Why?
2. If there were no constraints—and maybe there aren't—what would you do to have more fun at work? What effect would that have on you?
3. What regular work tasks could we do in a more playful way? What impact might that have on us and on the people we serve?
4. Let's come up with 10 ways we can Play in our workplace.

THOUGHTS

Business Strategy Questions

1. What impression would it make on our customers if they experienced Play with us?
How much more likely would they be to return?
2. Johnny says, “Most of our success has come to us because we are playing.” How do you think Play has contributed to the success of Pike Place Fish Market?
3. How much do you trust others to recognize appropriate levels of practicing Play (having fun, yet remaining professional)?
4. Take one routine part of your workday (opening the shop, greeting customers, stocking materials) and ask, “What could we do to make that experience more Play-filled?”

THOUGHTS

Deeper Questions

1. On a scale of 1 to 5, 5 being “A Lot,” how fun is work these days?
2. What holds you back from being more Play-ful at work?
3. Think about the aspects of your work you resist, avoid or dislike. Why is that the case? Be specific. Once you identify the issue, ask, “How might Play make that better?”
4. Knowing you lead by example, how are you inspiring people to practice Play in their own unique way? How might you be inhibiting it? How could you find out if you are inhibiting Play?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Host a Playstorm (a brainstorm session with only two rules: lots of ideas and the crazier the better) on this question, “How can we Play more at work?” Look at the ideas and then choose one and make it happen.
- Find the humor in it. When you can laugh at yourself, you give others permission to be human too. And, of course, use humor to elevate other people, not to criticize or humiliate them.
- Don’t be afraid to improvise—and encourage others to do the same. Experimentation is how new things get created.
- Get curious. Define what curiosity means to your group, how it can be encouraged and what you can do to promote curiosity.
- Start a “Play of the Week” (like the sports news) highlighting playful or creative things that members of your team are doing.

ACTIONS

What actions will you take between now and our next meeting to Play?

REFLECTION

- What actions did you take to Play?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

PLAY, TRUST & CREATIVITY

ESSENTIAL CONVERSATION 4:
PLAY, TRUST & CREATIVITY

FISH! WISDOM

A playful environment leads to creativity. And creativity depends upon trust.

Years ago, when the fishmongers made a sale, they had to walk 15 steps around the counter to get the fish and 15 steps back to ring up the purchase. One day, tired of walking all day, Johnny, the owner, decided to try something different. He threw some clams over the counter to another fishmonger. Eureka! A more efficient delivery method was created. Eventually the fishmongers started throwing fish too.

Plato said, “Necessity is the mother of invention.” That’s certainly true of the throwing you see in the FISH! video. It was an act of pure creativity, borne of frustration and, as you’ll hear Johnny admit with a laugh, “laziness.” It reduced the monotony in their work and—surprise!—customers loved it.

Through his leadership, Johnny made it safe for the fishmongers to Play. He trusted that they would keep the interests of the market and its customers their priority; that allowed them to

explore and experiment, to make mistakes and learn from them. His trust fed their enthusiasm and commitment.

Trust leads to the confidence that promotes creativity. It’s fun trying to solve problems or find a better way when you know you will not be criticized, ridiculed or punished for it.

Human beings are wired to be creative. Organizations that encourage creativity get more from their employees than those that suppress it. As one worker said, “They hired my hands. They could have had my brain for free.”

THOUGHTS TO REMEMBER: PLAY, TRUST & CREATIVITY

“Three years ago I would never have had an [employee] ask to present a new idea to help the business. Now I have meetings with teams that have done things on their own, presenting how we can save dollars on unit costs and improve customer quality.”

“The T-word. Trust. It’s key, it’s key.”

“In our old environment we were not open to trying new things. In the new environment we will try anything.”



“We look at it like this: If you try it and it works, fabulous! If it doesn’t work, we say, ‘Okay, what did we learn from this?’”

—Mary Hogan, Sprint

CONVERSATION

Conversation Starters

1. What do playfulness and creativity have in common?
2. Small children are naturally playful, curious and full of wonder as they interact with the world. What do you think happens that diminishes those qualities in adults?
3. Can anyone be creative? What does it take to be creative?
4. Tim says being creative means not being “afraid to put yourself out there.” What effect does fear at work have on creativity?

THOUGHTS

Small Group Questions

1. When do you feel most creative? What kind of environment makes it easier for you to be creative?
2. How safe do you feel to share and try new ideas at work? Rate this on a scale of 1 to 5, 5 being Very Safe. Why do you feel that way?
3. What can you do to foster trust among team members and support their decision to risk showing creativity?
4. Justin says, “We make it fun by being crazy and doing little things and having fun with the customers, and in turn, they’re having fun back with us. And we’re just people, man, we’re not fake.” There’s a sense of freedom to be yourself at the fish market. What creates that freedom?

THOUGHTS

Business Strategy Questions

1. How can you demonstrate trust with employees in a way that encourages them to be more creative?
2. What “mistakes” can’t you afford? To what degree do trust and creative play reduce the risks of unaffordable mistakes?
3. What do the people you serve, internally or externally, experience if the workplace culture is built on trust?
4. What gets in the way of increasing trust in your workplace?
5. What does management need to communicate to show that they support Play?

THOUGHTS

Deeper Questions

1. How well do we demonstrate trust in our workplace? What do I do to show my team members that I trust them?
2. What qualities do Play and professionalism have in common? How do you develop professional standards that allow for Play?
3. Think of someone who is uncomfortable with the idea of Play at work. What might you do to help them be more comfortable with Play, in a way that is safe for both of you?
4. How do you usually react when others make mistakes? What effect do you think this has on their willingness to try new approaches?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Trying something new doesn't have to be complicated—just off the beaten path. If you are a nurse, it could be administering medication with a cocktail umbrella in the glass of water. If you are a receptionist, it could be greeting clients by name at the door.
- Encourage coworkers to try new things.
- If you feel that a coworker or supervisor may not trust you, take time to build your relationship by getting to know the person better.
- Start a conversation with a supervisor or coworker with whom you normally do not interact.

ACTIONS

What actions will you take between now and our next meeting to increase trust and creativity?

REFLECTION

- What actions did you take to build trust and foster creativity?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

MAKE THEIR DAY

ESSENTIAL CONVERSATION 5:
MAKE THEIR DAY

FISH! WISDOM

It was December 23, and an exhausted businessman was hurrying through the mall, balancing several odd-sized gift boxes. As he passed by a clothing store for teenage girls, one of its employees, smiling perkily, stopped him. The man felt his anger rising. He was tired. He was late. And this cheery teeny-bopper was going to try to sell him something he did not want.

The girl said, “Would you like a big bag to put your items in?”

Not really listening, he snapped, “Can’t you see I have my hands full?”

“Yes,” she answered, unfazed. “I thought a big bag might help.”

The man stopped suddenly, his frown dissolving. “Thank you. Actually, that would be great.” She produced two large bags, helped him neatly tuck his boxes inside and wished him a happy holiday. The man thanked her and departed. She had made his day.

How often does something like this happen to you when you’re at home, at

work, while you’re shopping? More importantly, how often do you do something nice simply because you can? What might the impact be if we all made it our intention to Make Their Day—not just for our customers, but for our coworkers, loved ones *and* ourselves?

Make Their Day can be a big production like a surprise romantic dinner for your significant other, but more often it is as simple as holding the door or taking the time to let someone know he or she matters.

The power of Make Their Day comes from awareness, authenticity and action. If you know your coworker’s husband is home with the flu (awareness), you can bring homemade chicken soup (action), a little piece of you, from your heart (authenticity). But if you don’t even know that your coworker is married, the opportunity never presents itself. That’s why Make Their Day often starts with Be There.

Make Their Day requires effort, but when practiced wholeheartedly, it feels so good that it produces more energy than it consumes.

THOUGHTS TO REMEMBER: MAKE THEIR DAY

“We can make a difference for people . . . when they come by, they leave in a better mood.”

“You see customers with these grim looks on their faces. They’re grouchy. They don’t have any money. Life is horrible. We acknowledge them . . . they’re walking away, holding their wife, they’re playing with their baby.”

“It’s about being together and being supportive of each other as we go through our day.”



“I realized I was serving people and making people happy. This gave me a plus in my life and made me want to do it even more.”

—Shawn, fishmonger

CONVERSATION

Conversation Starters

1. Who quietly makes a difference in your workplace by creating Make Their Day moments for others? What kinds of things do they do for others?
2. What are some simple things you already do to make someone's day at work? At home?
3. Sammy says it's important to provide "different experiences for different people." Why is that important?
4. How do you know what might make someone's day?
5. When someone makes your day, what do you usually remember about the experience?

THOUGHTS

Small Group Questions

1. Leo says a plastic fish is a “kindergarten move, but at the same time, it makes people feel so good to be recognized.” What types of recognition are most meaningful to you at work? Which are least meaningful?
2. When Fahima was recognized for cleaning the nurse’s lounge, in Shari’s words, she understood she was “part of a team.” What makes you feel like you are part of a team? How often do you feel part of the team?
3. Shawn says when he realized he was “serving” people, it gave him a “plus” in his life. What are some new ways you can make a positive difference for others you work with and serve? What “plus” would that add to your life? How would you feel differently when you left work at the end of the day?

THOUGHTS

Business Strategy Questions

1. Think about a time you received extraordinary service. What made it out of the ordinary? What simple things can your team do to deliver extraordinary service?
2. What happens to an individual's motivation to do a good job when they feel appreciated? How would that affect overall productivity?
3. What office politics might get in the way of people's willingness to practice Make Their Day throughout all levels in the organization?

THOUGHTS

Deeper Questions

1. Think about the people you interact with every day. What do you appreciate about each person, and how can you express that appreciation?
2. How do you show appreciation to others in a way that has special meaning for them?
3. What things get in the way of you making the day of other people? What can you do to move past these obstacles?
4. Who on your team most needs someone to Make Their Day? If you did Make Their Day, how might it affect this person? How might it affect your relationship?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Make Their Day List—Choose three or more people and be sure to Make Their Day this week.
- Create a special welcome for people as they enter your door.
- Celebrate birthdays.
- Keep a Make Their Day stash of treats, balloons and gifts on hand for impromptu and random acts of kindness and recognition.
- Appreciation FISH! Bowl—Get a goldfish bowl and have people write notes (anonymously if they choose) that recognize coworkers for their contributions. Read them aloud at company gatherings.
- Make a “Get to Know You Questionnaire” with playful questions such as “What are you most proud of?” “What’s your favorite ice cream flavor?” Use the form to look for ways to Make Their Day for your coworkers.
- Know any artists, performers, massage therapists? Invite them in one day to share their gifts with your team.

ACTIONS

What actions will you take between now and our next meeting to Make Their Day?

REFLECTION

- What actions did you take to Make Their Day?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

CHOOSE YOUR ATTITUDE

ESSENTIAL CONVERSATION 6:
CHOOSE YOUR ATTITUDE

FISH! WISDOM

Five minutes into your commute home, traffic slows to a crawl. You shake your head, slamming your hand against the steering wheel. “Why does this happen to me every night?” you mutter to yourself. By the time you reach home, your blood pressure is up 20 points. The rest of the evening is not pleasant—for you or for anyone around you.

Now picture the same situation, but this time you say to yourself, “Sure I’d like to get home, but I knew traffic would be slow this time of day. At least I’m sitting in a comfortable seat with my choice of CDs and radio stations. I’ll just chill out and enjoy the easy ride.”

No matter what the situation—unpleasant people, frustrating situations, having to get up at 6 a.m. like the fishmongers—we can always choose our response. The crucial thing is to be aware that we are choosing.

One of the challenges of Choose Your Attitude is that there is no such thing as the “correct” attitude. There are times when it’s appropriate to be angry or

discouraged. Each of us is unique, as is every situation. The key is to be aware that your choice affects everyone around you. Once you are aware of your impact, you can ask yourself, “Is my attitude helping my team or my customers? Is it helping me reach my goals? Is it helping me to be the person I want to be?”

The only thing any of us really control in this world is our choices. When you take responsibility for how you respond to what life throws in your path, you gain tremendous personal power. You control your attitude, not the other way around.

THOUGHTS TO REMEMBER: CHOOSE YOUR ATTITUDE

“I don’t want to wake up at a quarter to six, but I have to. And are you going to be upset all day . . . or are you going to be happy all day?”

“Make the choice. Wake up. It’s a much better world to live in.”

“You’ve got to kind of work at it, and think about it, but the day starts to

become good and things that come at you that are bad, aren’t so bad.”



“You gotta choose where you’re gonna be as soon as you get outta bed. I do consciously make that choice every day.”

—The Bear, fishmonger

CONVERSATION

Conversation Starters

1. Is it always possible to Choose Your Attitude—even when something or someone upsets you?
2. Is there ever a situation in which you absolutely can't Choose Your Attitude?
3. Think of a person on your team who always seems to be in control of their attitude. How does that person's attitude affect you? How does it affect your culture?
4. If you were creating the kind of workplace you want to come to every day, what attitudes would be most prevalent?

THOUGHTS

Small Group Questions

1. When you are least aware of your attitudes, what are you thinking about? When you are most aware, what are you thinking about?
2. What kinds of things—relationships, values, beliefs—help you to consciously Choose Your Attitude?
3. What are some things that help you turn your attitude around when you notice that it's not what you want?
4. Have you ever chosen an attitude before you got into a potentially tense or difficult situation? How did it help?

THOUGHTS

Business Strategy Questions

1. What attitudes do your team and organization usually convey to the people you serve?
2. How do you assess the attitude of your team? What are some formal or informal ways to do so?
3. What are the “attitude crushers,” the things that make choosing more difficult? What can you do about those things? If you can’t change them, what can you do?

THOUGHTS

Deeper Questions

1. When you feel frustrated, how much of that frustration leaks to the team? Invite others to Play with ideas about how you might deal with that frustration.
2. How open are you to honest feedback about your attitude? How might others give you that feedback effectively?
3. When do you feel you don't have a choice? What choice do you have in that situation?
4. When and to whom are you most likely to complain? What impact does that have on your relationship?
5. Knowing you lead by example, what are others learning from your choice of attitude?

THOUGHTS

EXPERIENCE IT

Action Ideas

- As you start your day, write down the attitude you want and put it somewhere you can see it throughout the day.
- Make a list of all the things you have and the people in your life you are grateful for.
- Carry a reminder of the attitude you'd like to exhibit. For example, if being in nature helps you be calm and patient, carry a smooth river rock. Each time you feel it, you'll bring yourself back to being calm and patient.
- Invite others to coach you on your attitude. If you are asked to coach, be sure to acknowledge others when their attitudes are beneficial and offer suggestions when their attitudes are not helpful.

ACTIONS

What actions will you take between now and our next meeting to Choose Your Attitude?

REFLECTION

- What actions did you take to Choose Your Attitude?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

PASSION & ENGAGEMENT

ESSENTIAL CONVERSATION 7:
PASSION & ENGAGEMENT

FISH! WISDOM

We spend the majority of our waking lives at work, as well as thinking about, preparing for and recovering from work. If we can't find some passion, commitment and energy in our work, we may feel like we're just "putting in our time" for the majority of our lives.

Before they began exploring The FISH! Philosophy, the management and employees at Tile Tech, Inc. thought of themselves as people who put roofs on houses. But when they began to see themselves as a team that builds safe and secure homes for families, they discovered a new passion for their important work.

Seeing a greater purpose in their work gave the roofers a desire to be more wholehearted. Think about the times in your life when you are wholehearted—playing with your children, competing in a sport, reading a great book, or maybe even doing the job you love. In each instance, you give all of yourself to that moment. Because you love what you are doing, you have no problem shutting out distractions and focusing on what

matters. And because you give your all, in the end, the experience is much more satisfying.

Every job has *its* purpose, but sometimes we struggle to see *our* purpose. To find inspiration in our work, we have to ask ourselves, "How am I serving others; how am I making a difference?" Once we find a reason for our job, choosing wholeheartedness is easier. Then, like the Tile Tech roofers, we can discover the joy and deep satisfaction of passion and energy at work.

THOUGHTS TO REMEMBER: PASSION & ENGAGEMENT

“We’re not just working on their car.
We’re giving them peace of mind.”

“My passion . . . it’s just inside of me. It
comes from . . . being treated like you’re
a human being.”

“Guess who’s happiest these days? Guess
who’s having the most fun? Those

people that have thrown their heart over
the bar.”



*“Nothing great in the world has ever been accomplished
without passion.”*

—Georg Wilhelm Friedrich Hegel

CONVERSATION

Conversation Starters

1. Why do you think the people in the film felt so engaged in their work?
2. How does what we do as an organization matter?
3. What would it take for us to be more wholehearted?
4. What is our organization's cause, purpose or mission?

THOUGHTS

Small Group Questions

1. How do your relationships with colleagues impact your willingness to invest more of yourself into your work?
2. What about the job you do matters? What is its greater purpose?
3. How do you show appreciation when others show their passion for their work?
4. If someone on the team is disengaged, how does the team respond?
5. How do you think doing your job with passion makes you and your organization successful?

THOUGHTS

Business Strategy Questions

1. What does it look like when someone is disengaged? What effect does it have on you to be around someone who is disengaged?
2. If we were going to design meetings, policies, our environment from scratch—with the goal being to foster passion, engagement, wholeheartedness—what would we do?
3. What effect does it have when our leaders are not passionate and engaged? What impact does it have when they *are*? How do we recognize that characteristic as we groom future leaders?
4. What is the cost—economic, creative, or otherwise—to our organization when people are not fully engaged?

THOUGHTS

Deeper Questions

1. When do you feel wholehearted at work?
2. When you choose not to bring your whole self to work, why not? When you do bring your whole self, why do you make that choice?
3. How much does the energy of your coworkers influence your level of passion and engagement? How does your energy influence your coworkers?
4. What acknowledgment do you receive for the things you are proud of doing? What acknowledgment do you give?
5. How does the impact of your work connect to what's really important to you?
6. Is it acceptable to you to *not* feel impassioned and engaged at work? If you're not "alive" in your work, what are you accepting?
7. How are *you* contributing to creating a culture where people are engaged in their work?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Write down why you, personally, do the work you do. Make this statement something that inspires a passion for doing the work.
- Start a “Things That Make Us Smile at Work” list. Post it where others can see it. Add to it often.
- Seek ways to deepen five friendships with colleagues.
- Go the extra mile to solve a problem or fix an issue for a colleague or client and be sure to recognize others who do the same.
- Recognize when others show up with passion and engagement, and praise them.
- Recognize others when they enthusiastically try new things, even when the results don't show up right away.

ACTIONS

What actions will you take between now and our next meeting to bring more passion and engagement to work?

REFLECTION

- What actions did you take to fuel your passion and engagement?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

RELATIONSHIPS

ESSENTIAL CONVERSATION 8:
RELATIONSHIPS

FISH! WISDOM

Anyone who has ever been part of a long-term relationship knows that even two people who care deeply about each other are going to argue and disagree sometimes. Relationships take work. And relationships are only as strong as the effort each person contributes.

Building strong relationships often starts with simple actions: Listening, gratitude, recognition. Remembering to say “good morning,” rather than passing by silently, opens the door to a positive relationship. From there, conversations about common interests, experiences and shared values strengthen the connection.

Even how we think about our relationships has an impact. Our thoughts create energy, and they affect others. Have you ever noticed how good or bad moods rub off on people? That’s the energy.

When you are with someone you dislike, you may treat them respectfully, but the energy you are unconsciously creating still communicates that negativity. It is possible, however, to turn that around.

Instead of focusing on what you feel someone lacks—“She is sloppy”—turn your attention toward an attribute you appreciate—“She’s so supportive.” The energy created by your thoughts will make a remarkable difference. Over time, you may find that your dislike is transformed into respect and appreciation.

It’s always more satisfying to work with people whose company you enjoy. For some people, that’s what fuels their passion: they love their coworkers. Creating a workplace where people enjoy one another is not easy. It takes constant attention, but out of that effort, you gain trust and teamwork. You get a more satisfying life—and a more effective organization.

THOUGHTS TO REMEMBER: RELATIONSHIPS

“From knowing that the other guys are doing their jobs comes that mutual respect, and from that mutual respect, that’s where the love part grows.”

“I love the camaraderie we have . . . it’s a team effort.”

“The relationship that I saw, the guys had been working together for awhile, I

saw what they had. That’s what kept me around.”



“We are partners in a common goal, and out of that we love each other. And it sounds really corny, but we do, you know, we do love each other.”

—Johnny, owner, Pike Place Fish Market

CONVERSATION

Conversation Starters

1. Johnny, Pike Place Fish Market's owner, says, "It all comes down to partnerships. We are partners in a common goal." What does partnership look like?
2. What do you expect of your workplace partners? How have you expressed this expectation?
3. In the video, people mention several ingredients that make up a good relationship. How many of these ingredients show up in your work relationships, and to what degree?
 - Trust
 - Listening to one another
 - Mutual respect
 - Voicing appreciation for one another
 - Feeling safe to be yourself
 - Supporting one another
4. What other ingredients would you add to this list?
5. How do the relationships you form at work impact your feelings of loyalty and commitment? How do they affect your enjoyment of work?

THOUGHTS

CONVERSATION

Small Group Questions

1. Johnny says it sounds “corny,” but he and his employees “love each other.” What difference can “love” make in our relationships at work? How do love and respect work hand in hand?
2. JP says, “You can’t really love someone unless you feel you can be yourself with them.” What does it mean to “be yourself” at work? What gives you that freedom? Who are you being if you are not being yourself?
3. How do you mend conflicts or breakdowns in workplace relationships?
4. What holds you back from engaging wholeheartedly with your colleagues?
5. What can we do as an organization to encourage more team spirit, more openness and camaraderie?
6. How well do we establish relationships with our customers? What could we do differently?

THOUGHTS

Business Strategy Questions

1. How would a culture with strong relationships improve your ability to recruit new talent and retain current employees?
2. What messages do strong team relationships convey to the internal and external customers we serve?
3. How is the quality of our internal relationships similar to or different from our client/customer relationships?
4. What results are possible if team members view themselves as partners in a common goal?

THOUGHTS

Deeper Questions

1. Shari says on cold days she could stay home, but she chooses to go to work and be with people “I like being with.” What relationships do you have at work that make you feel the same way?
2. How open and honest have you been with your colleagues? What more do you need to do to create an open and honest culture?
3. Which relationships, if you strengthened or repaired them, might make your work happier, more playful and more productive?
4. What is the difference between criticizing and coaching? How do you respond when you are being coached vs. criticized?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Acknowledge teammates for how they show up. Pay attention to their passion, engagement and wholeheartedness.
- Greet others, by name, every day.
- Be available to help others and volunteer to help.
- Be curious about the person inside of each coworker: Find out about their interests, dreams, goals, loved ones—anything that goes beyond the average “work” conversation.
- Revisit FISH! Wisdom sections and your Personal Workbook notes in the prior sections. What have you not tried that might make a difference in your relationships?
- Team up with a team member as a “learning partner.” Encourage each other and hold each other accountable to live the FISH! practices.

ACTIONS

What actions will you take between now and our next meeting to build relationships?

REFLECTION

- What actions did you take to build and strengthen relationships?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

COMMUNICATIONS

ESSENTIAL CONVERSATION 9:
COMMUNICATIONS

FISH! WISDOM

Effective communication is vital to every organization—every *relationship*—but why is it so difficult? Busy schedules, constant distractions, too much or not enough information: Each of these contributes, but ultimately, communication boils down to how well we listen and express ourselves.

Listening is more than using our ears. That's just hearing. Listening requires full engagement. We need to Be There: Shut out distractions, withhold judgment and try to understand what the speaker is really saying. We can also consider the effect that our relationship with the speaker and our own moods and attitudes have on our reception. Asking clarifying questions of the speaker and summarizing what you hear them saying also is helpful.

It's important to be aware of how we express ourselves. Our body language, tone, position in the organization, relationship to the other person, even gender, can add meaning to our words. Any of these factors can contribute to confusion if we assume the other person is listening in a particular way.

When people complain they're not being listened to, they're saying that they don't feel valued. Johnny, the owner of Pike Place Fish, pays attention to the background conversation in his head. If that conversation is negative—"I'm angry!"—he redirects his thoughts to the positive—"This guy is great and I love him." Not only do Johnny and his employees resolve conflicts more easily, the employees feel listened to and valued.

Clear communication makes us more efficient and creates a sense of caring and connection.

THOUGHTS TO REMEMBER: COMMUNICATIONS

“The minute we forget that communication is important, we stop talking.”

“There’s times when I get upset . . . but behind all that negative conversation, I always bring up: ‘Hey, this guy is great and I love him.’ Out of that I’m able to communicate with him in a positive manner.”

“When people are able to express themselves, think of it as a chance to grow.”



“Just listen to what the other person has to say. Listen in a way you’re not making him wrong.”

—Rodger, fishmonger

CONVERSATION

Conversation Starters

1. What stood out for you in the communication video?
2. Rodger suggests listening in a way you're not "making people wrong." What does he mean? What impact does "making people wrong" have on the ability to communicate with them?
3. What successes have you had overcoming breakdowns or conflicts? What did you do that helped you get past those obstacles?
4. Who in your organization communicates effectively? What does she or he do that's different from how most people communicate?

THOUGHTS

Small Group Questions

1. In the rush of deadlines and workloads, it is easy to take shortcuts or avoid communicating with others. What motivates you to take the necessary time to communicate properly?
2. What do you do to ensure that you understand where others are coming from?
3. How often, when you have an issue or conflict with someone, do you talk it out as soon as possible with the person? How often do you avoid talking about it? Which approach has worked best?
4. What types of communication (in-person, email, phone) do you use most often? How effective are these for you? Why or why not?
5. Think of a time you had a disagreement with someone and left it unresolved. What impact did it have on your relationship?

THOUGHTS

Business Strategy Questions

1. In what ways does your organization communicate well? In what areas does it need to improve? What are the simplest things you could do to improve?
2. Some lawyers blame poor communication as the cause for many lawsuits. How has miscommunication harmed your organization? How has it affected relationships?
3. Considering that communication is both inbound and outbound, how would your customers rate your organization's communication with them?
4. How would better communication provide testimonials, referrals and other business assets? How have you communicated your desire for this information?
5. What would it look like if you improved the way you communicate with your external customer?

THOUGHTS

Deeper Questions

1. Johnny talks about how his “background conversation” changes the way he communicates with others. How do your “background conversations” affect the way you communicate?
2. Who do you tend to “make wrong” at work? Coworkers? Customers? Leaders? Why?
3. Write down any conversations you would have if you were not afraid of being misunderstood, or even fired. What benefits would you get from having that conversation now?
4. Have you asked your coworkers to give you feedback on how well you communicate?
5. Who do you avoid talking with at work? Why? How does this impact your relationship?
6. How have you grown or changed your perspective by being open to others?

THOUGHTS

EXPERIENCE IT!

Action Ideas

- We can't pay attention to everything, so be conscious about what gets our attention. How can you be more conscious of your choices?
- Ask if it's a good time before beginning a conversation. When someone comes to your office to talk, ignore the phone and other interruptions unless the other person consents.
- Ask permission to provide feedback and give feedback with these things in mind: (a) specific situation, (b) stating who you know the person to be, (c) positive affirmation.
- Listen with your heart, not just your head.
- Politely refuse to participate in conversations in which people are complaining about a person who is not present. Help colleagues direct their concerns to the people they have them with.
- Be aware of how you listen to others: Practice catching yourself when you make someone wrong as you are speaking with them or listening to them, when you say something you know has a negative effect on people, when you withhold something you wanted to say. You can always choose to Choose Your Attitude and Be There in that moment.

ACTIONS

What actions will you take between now and our next meeting to improve communication?

REFLECTION

- What actions did you take to improve your communication?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

WHO ARE YOU BEING?

ESSENTIAL CONVERSATION 10:
WHO ARE YOU BEING?

FISH! WISDOM

One of the most intriguing insights in the *FISH!* film comes when one of the fishmongers says, “It’s about who you’re being while you’re doing what you’re doing.”

What does he mean? When we focus on who we are *being*, it influences everything we are *doing*. As the fishmonger points out, “Are you being ‘This is a lousy, stinkin’ job’ . . . or are you being *world famous*?’ You’re going to do something differently when you’re being world famous than you are if you’re being impatient.”

World famous is the lens through which the fishmonger sees himself and his work. That lens puts his choices into sharper focus. It gives him a new awareness, moment to moment, of whether his actions line up with who he wants to “be.” When he is wearing his *world famous* lens, it’s difficult to stay impatient or upset with people. He can see clearly that those choices *aren’t* world famous.

Deciding who you want to *be* has a profound effect on everything you *do*. If you go into a meeting or conversation

without staying focused on who you want to be, it’s easy to react without thinking. By default you may slip into anger or impatience, only to regret later that it wasn’t who you wanted to be. But if you go into the same situation focused on who you want to be—open or caring—you have a better chance of showing up in a way that is consistent with your intentions.

The FISH! Philosophy gives us a new lens. Wearing it requires thinking about and taking responsibility for how we react to situations, how we treat others. When you are wearing your FISH! lens, you will see opportunities you never saw before.

When you are clear that you Choose Your Attitude—not the other way around—helpful and fulfilling attitudes just show up. When you choose a Play-ful mindset, creativity and lightheartedness come naturally. When you choose a Make Their Day way of being, opportunities to brighten people’s day come around the corner all day long. When you make the commitment to Be There, you will see more clearly than ever what others need from you.

THOUGHTS TO REMEMBER: WHO ARE YOU BEING?

“You have to want to be that person that wants to make a difference on a moment-to-moment basis. Otherwise we could lose what we have in an instant.”

“You’re going to do something differently when you’re being world famous.”

“All they did was buy fish—and experience a little bit of who we are.”



“It’s about who you are while you’re doing what you’re doing. You know, who are you being while you’re doing it?”

—Ronnie, fishmonger

CONVERSATION

Conversation Starters

1. What impact does the way you are “being” have on the people around you?
2. How does it feel when you are being consistent with who you say you want to be?
3. How can you stay more aware, moment to moment, of who you want to be?
4. How can we support one another in acting more consistently with who we want to be?
5. Has our organization made a decision about who it wants to be? What do you think it is (or should be)?

THOUGHTS

Small Group Questions

1. What three words or phrases describe who you want to be?
2. In what ways are you most consistent with who you want to be? What helps you to be consistent?
3. In what ways are you least consistent with who you want to be? What can you do to be more consistent?
4. When you are living the FISH! practices, what situations do you see differently than you used to?
5. How does staying aware of who you want to “be” help create the culture you want?

THOUGHTS

Business Strategy Questions

1. How does who you are being, individually and collectively, impact how your customers experience you as a company?
2. What do we value as a team? As an organization, what is our “world famous?” What impact would that have on our choices and actions?
3. If “Who Are You Being?” is about having a purpose for yourself, how does that connect with the organization’s purpose?

THOUGHTS

Deeper Questions

1. How do you want people to experience you?
2. What suffers when you aren't being who you want to be?
3. When you aren't being who you want to be, what can others do to help you get back to that way of being?
4. Who will you give permission to help you with that?

THOUGHTS

EXPERIENCE IT

Action Ideas

- Post the question “Who Are You Being?” in obvious places as a reminder that who you are being shapes the life you are living and the legacy you are leaving.
- Write your own eulogy. What would the people around you say about you after you are gone?
- Ask other people about their definition of “world famous.”
- Meet in the morning as a group and declare who you are choosing to be that day.
- Post words and phrases around your work area as a reminder of who you want to be—i.e., Committed, Open to New Ideas, Helpful.

ACTIONS

What actions will you take between now and our next meeting that will demonstrate who you are being?

REFLECTION

- What actions did you take to really focus on who you are being?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

A PERSONAL JOURNEY

**BONUS CONVERSATION:
A PERSONAL JOURNEY**

FISH! WISDOM

With your team, you've explored the Be There, Play, Make Their Day and Choose Your Attitude practices. You've focused on your work relationships, strengthening communication and being passionate and engaged in your job. You've learned to ask "Who am I being?" Have you considered who you are being when you are *not* at work?

If you adopted FISH! practices at work, then it likely has impacted other aspects of your life and even your personal relationships.

In today's video, you'll meet Shannon, a single mom "wearing many hats"—chiropractor, group fitness instructor, coworker and friend. FISH! skills helped Shannon bring more life to her work and achieve balance, joy and perspective in her personal life. Reflecting on her painful divorce, Shannon acknowledges that sometimes we get in situations we don't choose, but rather than fight the reality of the moment, she learned to "look forward with hope," which "makes the present all the better."

As Shannon learned, FISH! isn't just about making the most of your work. It's about making the most of your life.

THOUGHTS TO REMEMBER: A PERSONAL JOURNEY

“I think the greatest thing we can do in work or at home is just show everyone respect.”

“A lot of times we’re having fun . . . we’re not really doing anything but we’re just being together. That’s playful.”

“How do we choose our attitude? Well, sometimes we have to talk to ourselves.”



“The real voyage of discovery lies not in seeking new landscapes, but in having new eyes.”

—Marcel Proust

CONVERSATION

Conversation Starters

1. Our personal life is just that, personal. What guidelines do we want to establish so everyone feels welcome and safe in the conversation?
2. What are some stories or examples of FISH! that you've experienced outside of work?
3. Has anyone discussed these practices and ideas with their friends or loved ones? What has their response been?

THOUGHTS

Small Group Questions

1. Is FISH! easier or harder to practice at home than at work? Why?
2. How do you show up with your family? Who have you chosen to be with your loved ones?
3. What are some ways we can “take FISH! home” and share the practices with family and friends?
4. How can you enlist your family and friends to help you be who you want to be?

THOUGHTS

Business Strategy Questions

1. What does your organization and team have to gain by viewing FISH! skills as something for all of life rather than just a program or conversations about work?
2. What can your organization do in the community that aligns with who it wants to be?

THOUGHTS

Deeper Questions

1. What are the values you want to uphold in your personal and family life?
2. What challenges are you facing today? How can the FISH! practices you've learned help address those issues?
3. Shannon's FISH! journey taught her to "embrace her own humanity." What does it mean to embrace your humanity? How are you embracing your humanity?
4. What are your friends and family saying about your FISH! journey or your way of being?
5. When you engage "strangers" in your life (such as the grocery store clerk or the driver in the car next to you), how would considering your FISH! skills change those interactions?

THOUGHTS

EXPERIENCE IT

Action Ideas

- As a team, host a party for family and friends and Make Their Day!
- Share FISH! commitments with your friends, and ask them to help you live them (they'll probably be happy to help!).
- Review your answers to the FISH! questions throughout the book and make a personal growth plan for yourself.
- Keep the practices—Be There, Play, Make Their Day and Choose Your Attitude—in mind during moments of personal conflict and challenge.

ACTIONS

What actions will you take between now and our next meeting to bring The FISH! Philosophy into your personal life?

REFLECTION

- What actions did you take to bring The FISH! Philosophy in your personal life?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?



Our Cause

To inspire fully-engaged living.

Our Promise

Through the sharing of The FISH! Philosophy,
we INSPIRE people to take action toward fully-engaged
living, IGNITE their creative spirit and
ENCOURAGE them to live into their full potential.



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